Project & Portfolio Management Conference

May 11th, 2012

Agenda

- Introductions / Welcome

- EPMO Consulting Services

- Project Management Training Opportunities

- Investment and Planning Support

- Portfolio Management & New Tool Overview

- Project Assurance and ITPAS Contract

- Closeout

EPMO Introductions

- John McCrary
- Charlie Milstead
- Hank Oelze
- Nancy Parrott
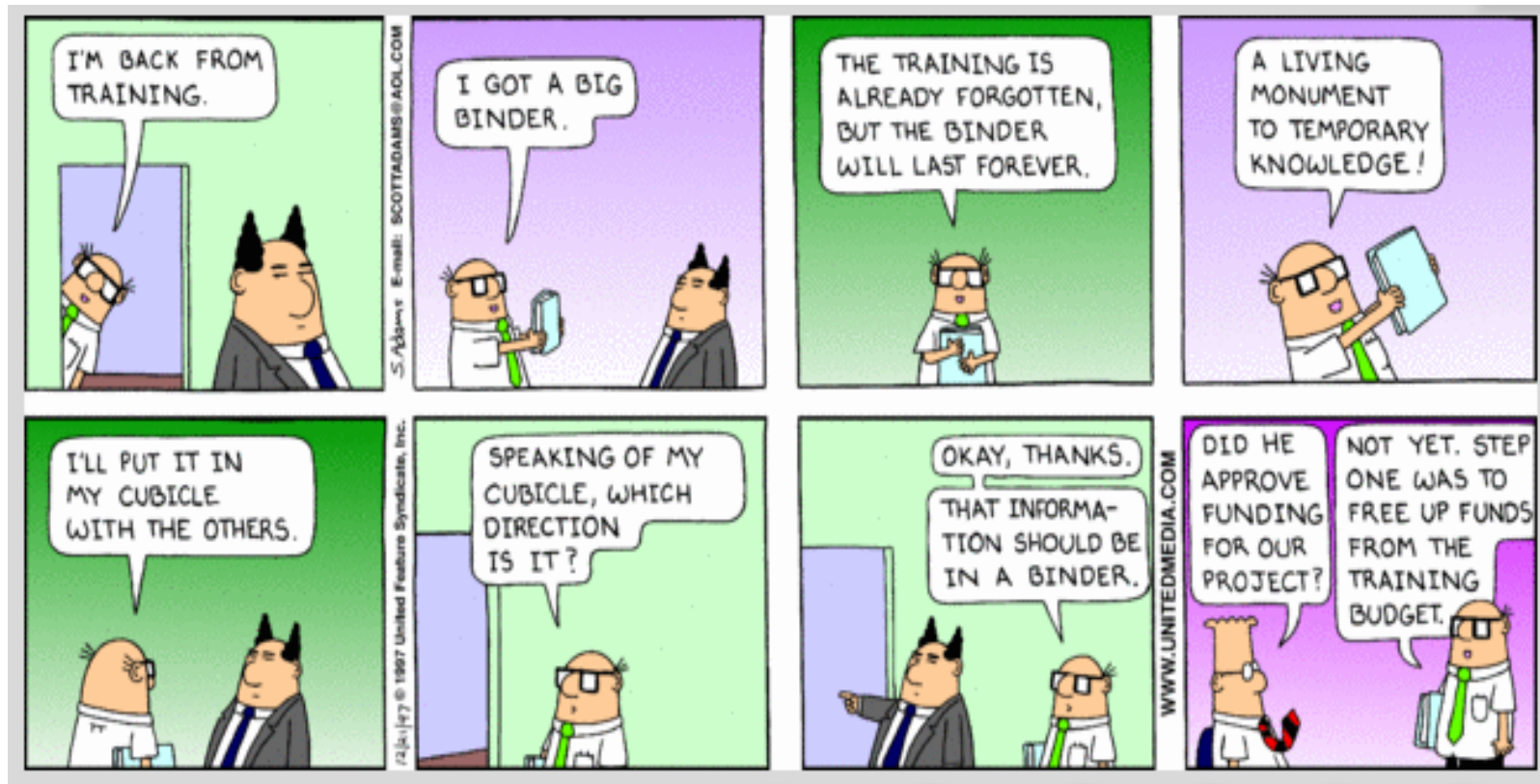- Rob Spencer
- Tometrice Strickland

EPMO Consulting Services
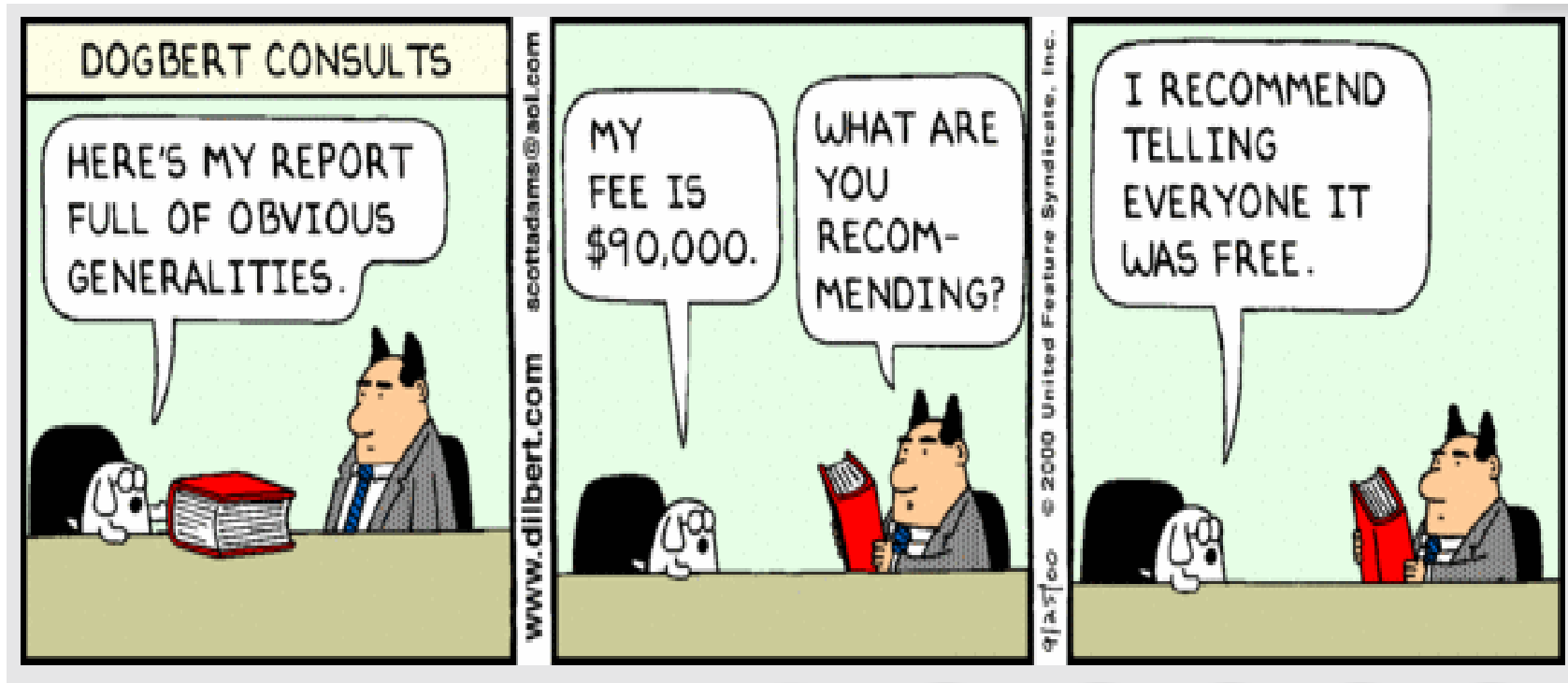
EPMO Consulting Services

- Assessments (Project, Program, Application)

- Governance Support

- Investment Management Support

- Professional Development

- Project Management Support

- Project Assurance

Project Management Training

Project Management Training

- Project Management Foundations

- Project Planning, Scheduling and Control

- Identifying and Managing Risks

- Recovering Failing Projects

- Project Assurance for the Enterprise Performance Lifecycle Framework

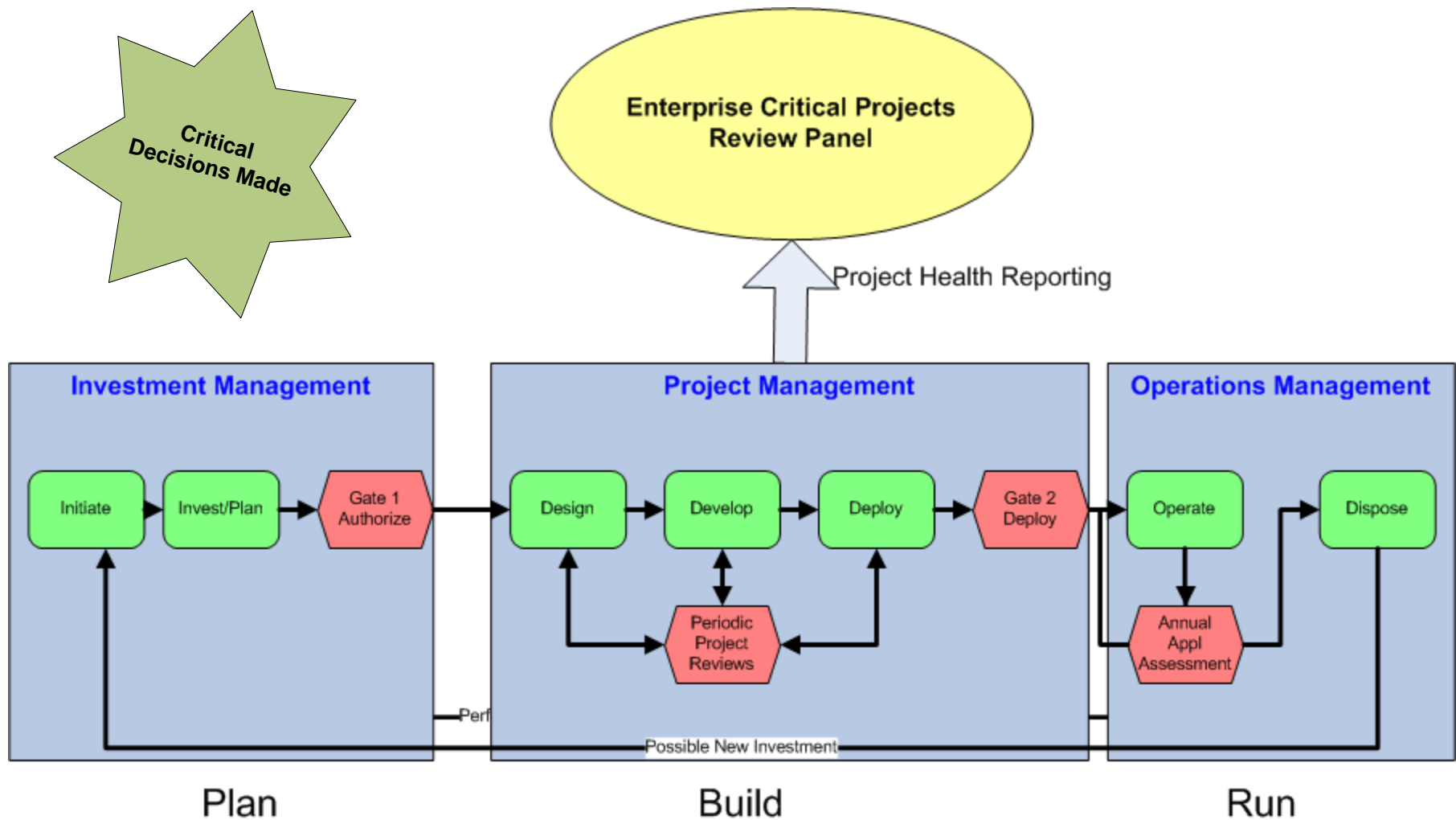- State Project Management Certification Program

www.gta.georgia.gov

Governance & Planning / Enterprise Portfolio Management / Project Management Professional Development

Investment and Planning Support

Where does Investment Management occur?

Why do investments fail?

- Business Case is weak or not fully developed

- Business objectives/requirements poorly defined (*unrealistic expectations*)

- Success measures not clear *(How will you know when you get there?)*

- Insufficient understanding of the risks and impacts of the change

Mature project management processes alone can't prevent troubled projects.

Business Case Components

- ## What is your current condition?
  - How is it working today?

- ## Define the **Business** Need
  - What is the problem I am trying to solve?

- ## Identify Key Drivers
  - Why am I doing it now?
  - What are the consequences if I do nothing?

Business Case Components (cont.)

- ## Fiscal Issues
  - Where will the money come from?
  - How much will it cost? (over the next 5 years)

- ## Business Requirements
  - What are the "gotta haves" for this to succeed?
  - Who are the key stakeholders and what are their needs?

- ## Primary risks, constraints and assumptions
  - What are the *givens* going into the investment?

Business Case Components (cont.)

- Alternatives/Options
  - Is there more than one way to **skin this cat**?

Apologies to Charlie!

- Proposed Solution
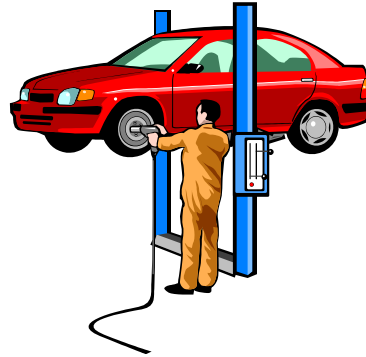 - What is the recommendation?
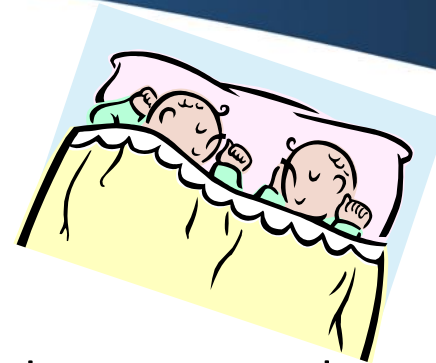
Let's Buy a Car!

…or *Not*…

Investment Analysis

- Current Condition:

- Business Need:
  - Need a reliable means of transportation
  - Need to reduce the cost of transportation
 - Need to improve the quality of transportation

Key drivers

– Having twins and need more room
– My old car is constantly in the shop and costs to much to maintain
– Taking a job that will require me to use my car for work
– Saw one at a car show that looks like just what I need
– Just *wanna*

Fiscal issues

– Source of funds: loan, savings, found money (inheritance), blended funds (trade in and financing)
– Cost considerations: car note, savings replenishment, insurance, gas, regular maintenance, tag and taxes, parking, tolls

Consider costs for a full five years!
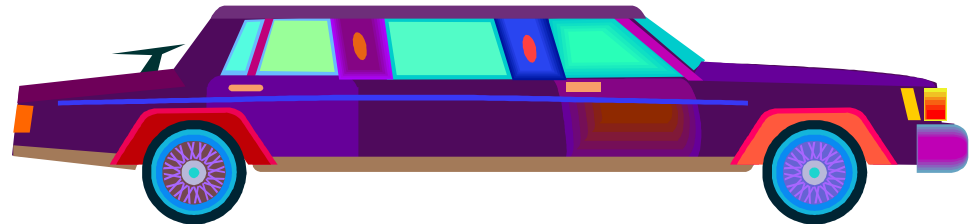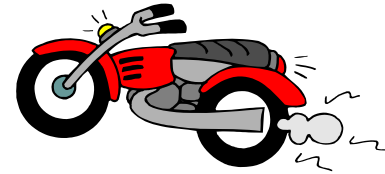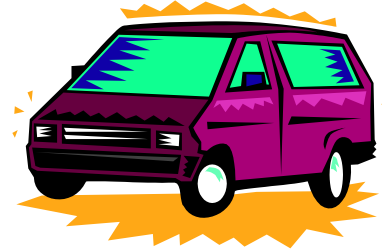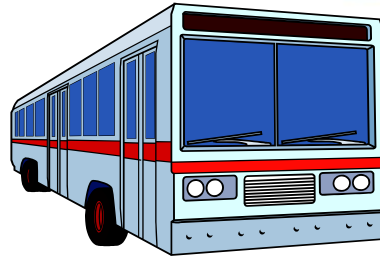
Requirements

- Low mileage
- Number of passengers
- Safety features
- Manual or automatic transmission (who will drive?)
- Towing/storage capacity
- Commute/terrain

Personal Goals

- Keep up with the Joneses
- Be green
- Impress clients and/or customers
- Efficiency

- # Risks/Constraints/Assumptions
  - Must maintain income level to afford
  - Finance charges will be too high
  - Would have to make room in the garage
  - Will require new policies for teenage drivers in the house
  - My spouse may not like it

- # Investment Alternatives
  - Do Nothing (***Should always be your 1st option***)
  - Buy New/Used
  - Lease
  - Use mass transit (think outside of the box!)

- # Make your decision

Must have it by July 2012!

Don't accept less due diligence for business investing than you do for your personal spending decisions.

Don't forget to consult your mechanic!

- EPMO is partnering with the Infrastructure Service Providers for procurement support

- Use all expert resources available when planning:
  - Financial/Budget
  - Security
  - Business Owners
  - System Architects
  - Procurement
  - Legal

New Tools for Investment Support

- *Revised APR*

- *Pipeline Report*

- *PPM Tool*

- *Business Case Templates; Lessons Learned; RFP Review*

- *Change Management Tools (coming soon)*

APR Notification

What's Unchanged:

- Responsibility remains with Agency

- Required for all technology investments costing $100K or more (5-year TCO)

- Initial notification to GTA and partner support agencies (OPB, DOAS)

- Available online with agency SharePoint sign-on and password

What's New:

- The focus is on your business

- Responses provide a high-level overview– consistent with what you know during Initiation

- Consulting team follows up to ensure appropriate levels of support from GTA

Temporary solution that will serve as a bridge to the new PPM tool

Enterprise Pipeline Report

| Agency	Project Name	Description	Business Owner	GETS Inf. Support	Lifecyle Phase	Target Finish Date	Planning Budget	Estimated Budget	Current Activity
DCH	Health Info Exchange	Develop a statewide network for exchange of health information among care providers	K. Gonzalez	No	Plan	June, 2013	$ 1,500,000	$ 13,000,000	Planning; Technical and policy assessments of current SHAIEs not yet completed; RFP for Phase I under evaluation; RFP for Phases II and III in development
DCH/ DHS	Eligibility System	Assessing current state business model for tracking and validating Healthcare Eligibility; redefining business processes; and implementing new technology solution	DCH -Jerry Dubberly; DHS - TBD	Yes	Plan	Jan., 2014	$ 3,500,000	$ 100,000,000	Planning; governance board established; pre-qualified vendors selected, but procurement currently under protest; RFP in development
DCH	Background Check Program for Long-Care Facilities	The affordable care act mandated the implementation of a National Background Check Program. DCH is pursuing a federal grant to implement a web-based solution to capture and retain biometric data on workers with access to patients.	D. Ostrander	TBD	Plan	UNK	N/A	$ 4,000,000	Initiating; APR submitted; Grant request submitted; response pending
DECAL	Unified Data System	Phase II to build a proof of concept based on design recommendations provided in Phase I to pursue future funding opportunities		TBD	Plan		N/A	UNK	Planning; RFP for proof-of-concept prepared; APR updates pending
DOAS	Content Manager	Upgrade the risk management information system to a web-enabled system that uses digital storage with increased reporting functionality	L. Pratt	TBD	Plan	June, 2012		$ 3,500,000	Planning; RFP released; IV&V Statement of Need in development; GTA providing procurement support

GA Enterprise Management Suite

Proposed Projects

Project	Mandatory	Alignment	Planning Budget	Implementation Budget	Included Cost	P(Success)	Attachment Provided?	Risk Score		Opportunity Score		Business Alignment		Due Diligence	
LAKER FANS			-	-	$0.00	1.0	-	●	0	●	100	●	75		-
No Jailbird			$750,000.00	-	$0.00	0.1	Yes	●	93	●	0	●	25	●	100
P-Track Test			$1,000,000.00	-	$0.00	0.6	No	●	38	●	83	●	91	●	36
PPM Score Test 3	√	Healthy Georgia	$300,000.00	$425,800.00	$0.00	-	Yes		-		-		-	●	64
PPM Scoring Test	√	Safe Georgia	$2,000,000.00	$6,500,000.00	$0.00	-	No		-		-		-	●	86
Tech Refresh			-	-	$0.00	0.1	Yes	●	95		-	●	0	●	36
Teresa Test 2			-	-	$0.00	0.1	-	●	89		-		-		-
Tometrice's University			-	-	$0.00	1.0	No	●	0	●	100	●	93	●	

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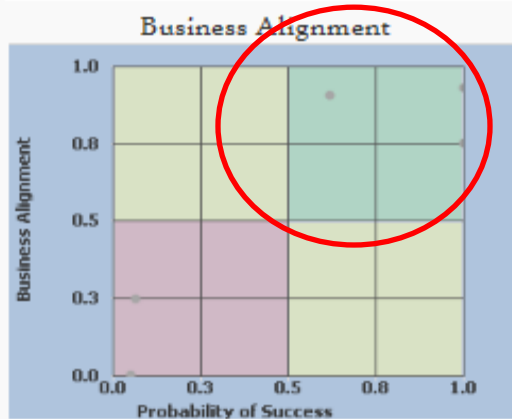
Break

Portfolio Management
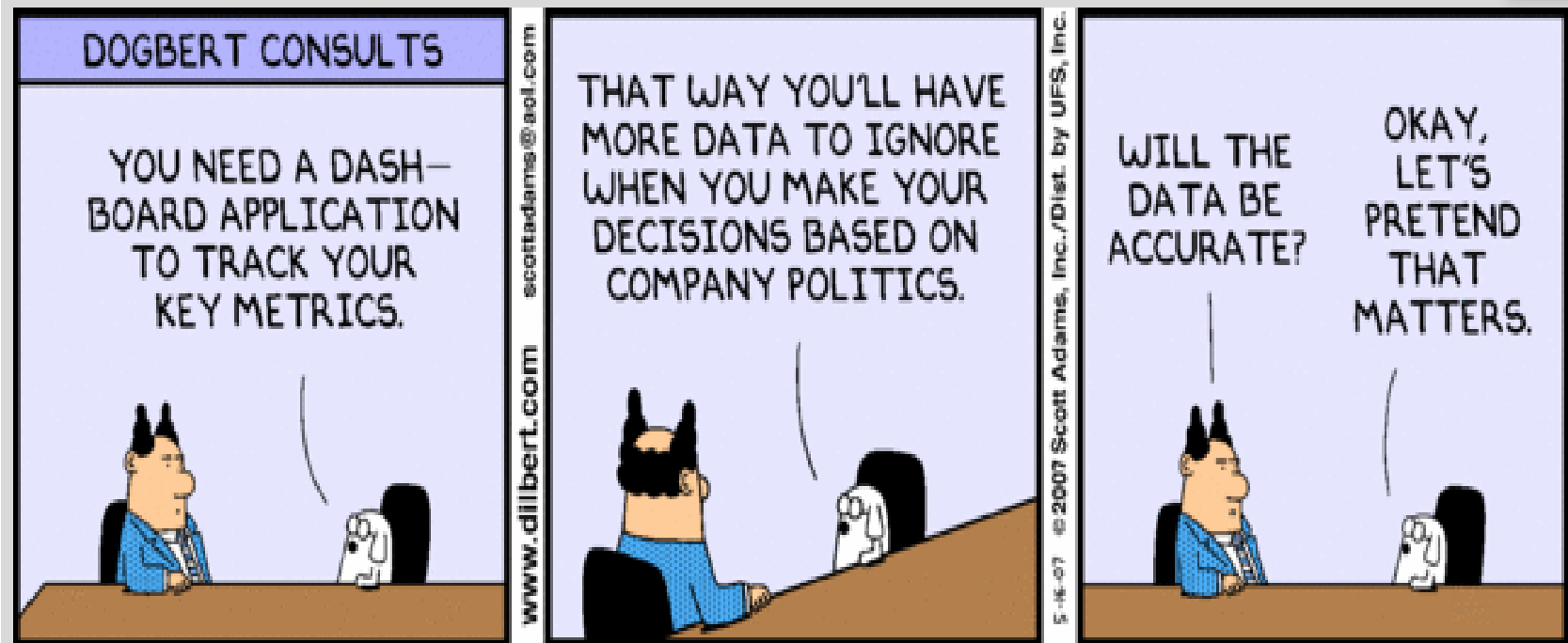
What is Project Health?

- **Think about the criteria that a doctor might use to monitor physical health.**
    - pulse,
    - temperature,
    - blood pressure etc.
- **Similarly, a project needs a mix of criteria.**
- **What could happen if you fail to bring yourself to an understanding of the necessary indicators?**
- **When do you want to know if the project is in jeopardy of not achieving success?**

What is a Project Dashboard?

> *A set of criteria used to determine project health and performance*

- **Criteria used to determine Project Health today**
  - Schedule
  - Budget
  - Business Objectives
  - Risk
  - Issues
  - Organizational Readiness

Scorecard got you Frustrated?

Spending too much time adjusting schedule timelines?

Challenged to present status in Excel?

Graphs not displaying properly?

Have we got a **deal** for you!!!!

Why Implement a New Tool?

- Web-based application can be accessed anywhere, anytime.

- Input on status and project health from all contributors (Project Management, Team Members and Key Stakeholders)

- Monthly reporting is easier than the current "dashboard" tool.

- Better analytical tools to look at the entire range of project indicators.

- Improved visibility into the performance of projects, programs and portfolios throughout the entire lifecycle.

Ga. Enterprise Management Suite (GEMS)

- GTA established a contract with Computer Aid, Inc. (CAI) to provide an enterprise-wide Portfolio Management Application that GTA will be offering to agencies starting FY 2013.

- GEMS provides insight into the health and status of in-flight projects by providing the ability to meld traditional (quantitative) operational data with qualitative assessment data from multiple stakeholders.

Georgia Enterprise Management Suite (GEMS)

What's Unchanged:

- Responsibility remains with the project manager
- Project plan is submitted as an attachment
- Project artifacts (risk, issue logs) maintained as usual

What's New:

- Easily view portfolio or program-level scorecard
- Project Status derived from project team's input
  - Response to role-specific questionnaires determines the score
  - Application calculates project health
- Eliminates Excel spreadsheet timelines and charts

Current Project Dashboard

GENERAL INFORMATION:

Agency Name:	Agency 1
Panel Review Meeting Date:	15-Nov-10
Project Name:	Project Example 1
Project Status "As Of" Date:	30-Nov-10
Original Project Budget:	$5,000,000
Current Project Budget:	$5,000,000
Project Start Date:	1-Jul-10
Project End Date:	30-Jun-12
Build Certificate Awarded:	Yes

| **Project Status Indicators :**		**Trend Indicators:**
Green	On-track, only minor issues	+ = Improving
Yellow	One or more areas of concern	- = Declining
Red	Significant issues that limit the success of the project	N/C = No Change
N/A	Not applicable	

PROJECT HEALTH RATING

Agency		GTA	
Previous	Current	Previous	Current
N/A	Green	N/A	Green

Comments:

PROJECT DESCRIPTION

PROJECT STATUS INDICATORS

SCHEDULE			BUDGET			BUSINESS OBJECTIVES			RISK			ISSUES			ORG. READINESS		
Previous	Current	SPI	Previous	Current	Trend	Previous	Current	Score	Previous	Current	Score	Previous	Current	Trend	Previous	Current	Trend
N/A	Green	1.00	N/A	Green	N/C	N/A	Green	1.00	N/A	Green	0.67	N/A	Green	N/C	N/A	Green	N/C
Comments:			Comments:			Comments:			Comments:			Comments:			Comments:		

FINANCIALS: Previous Actuals to Date / FINANCIALS: Previous Projected

Total Budget (State) (a)	Total Budget (Other Funds) (b)	Total Project Budget (c) (a + b)	Total Planned Expenditures (Project to Date) (d)	Total Actual Expenditures (Project to Date) (e)	Expenditure Variance ('+' = Overbudget, '-' = Underbudget) (f) (e - d)	Available Funds to Complete Project (g) (c - e)	Estimate Funds Needed to Complete Project (h)	Budget Variance (i) (g - h)
$0	$0	$0	$0	$0	$0	$0	$0	$0

FINANCIALS: Current Actuals to Date / FINANCIALS: Projected

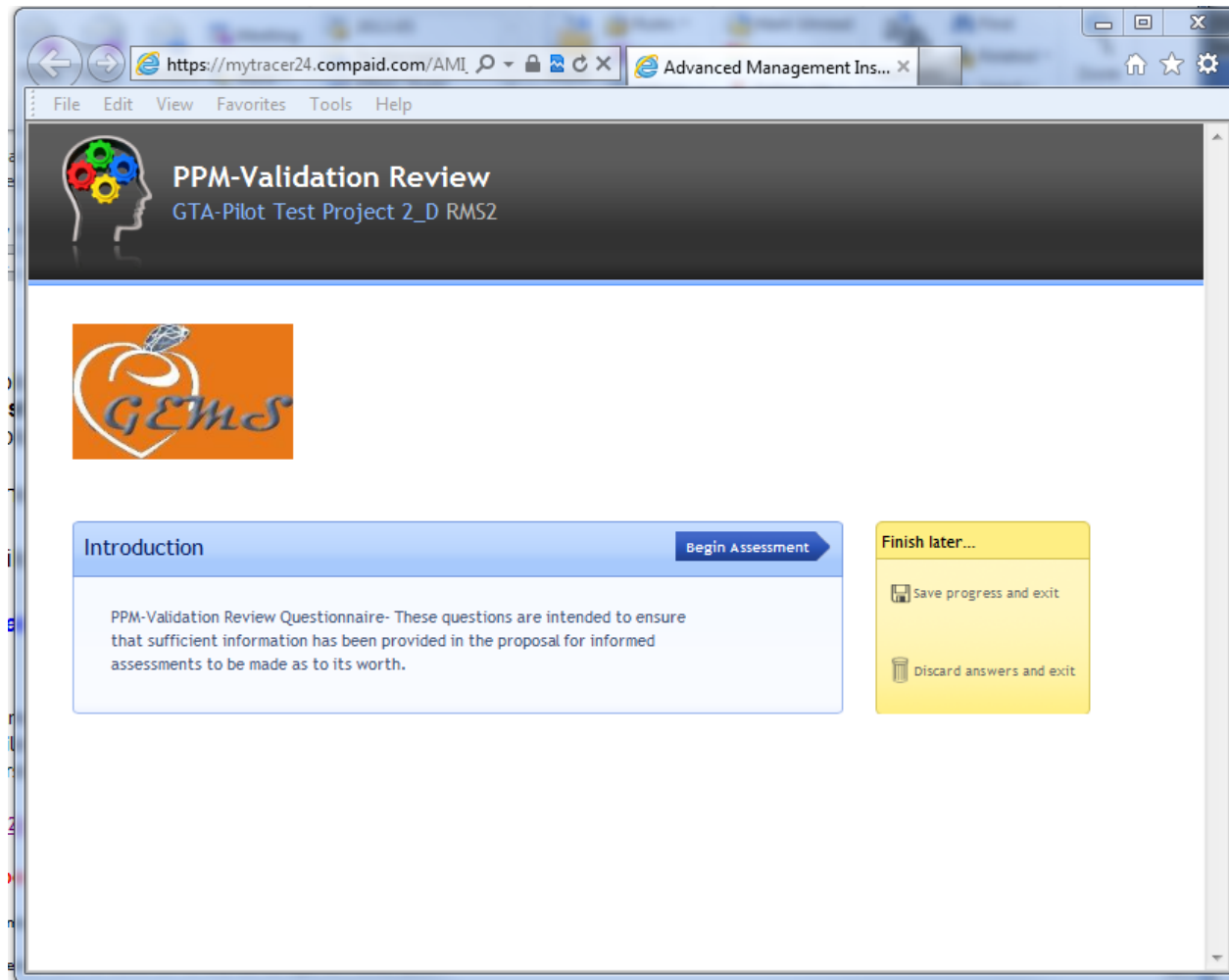|								
$5,000,000	$0	$5,000,000	$500,000	$500,000	$0	$4,500,000	$0	$4,500,000

GEMS Dashboard
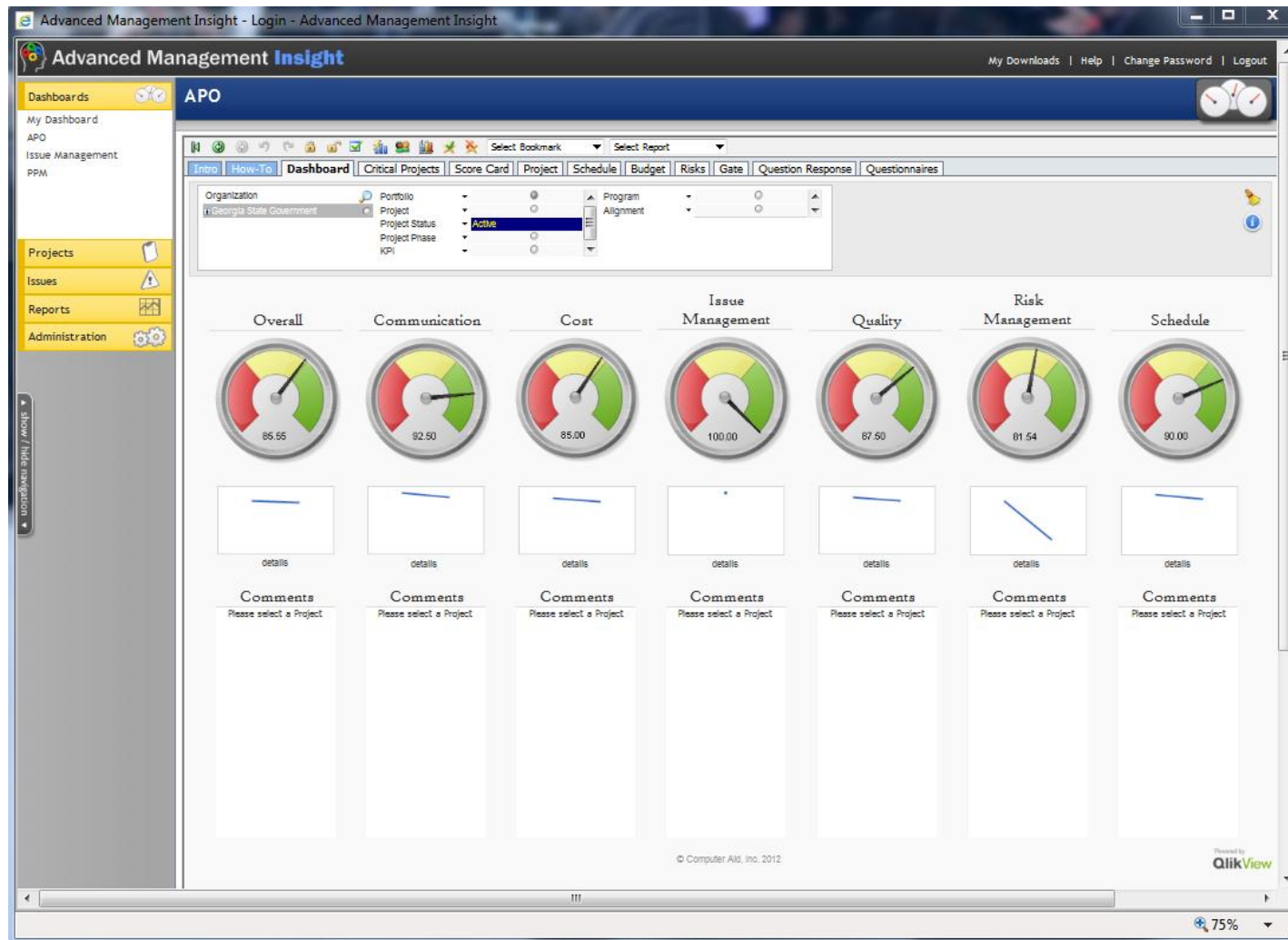
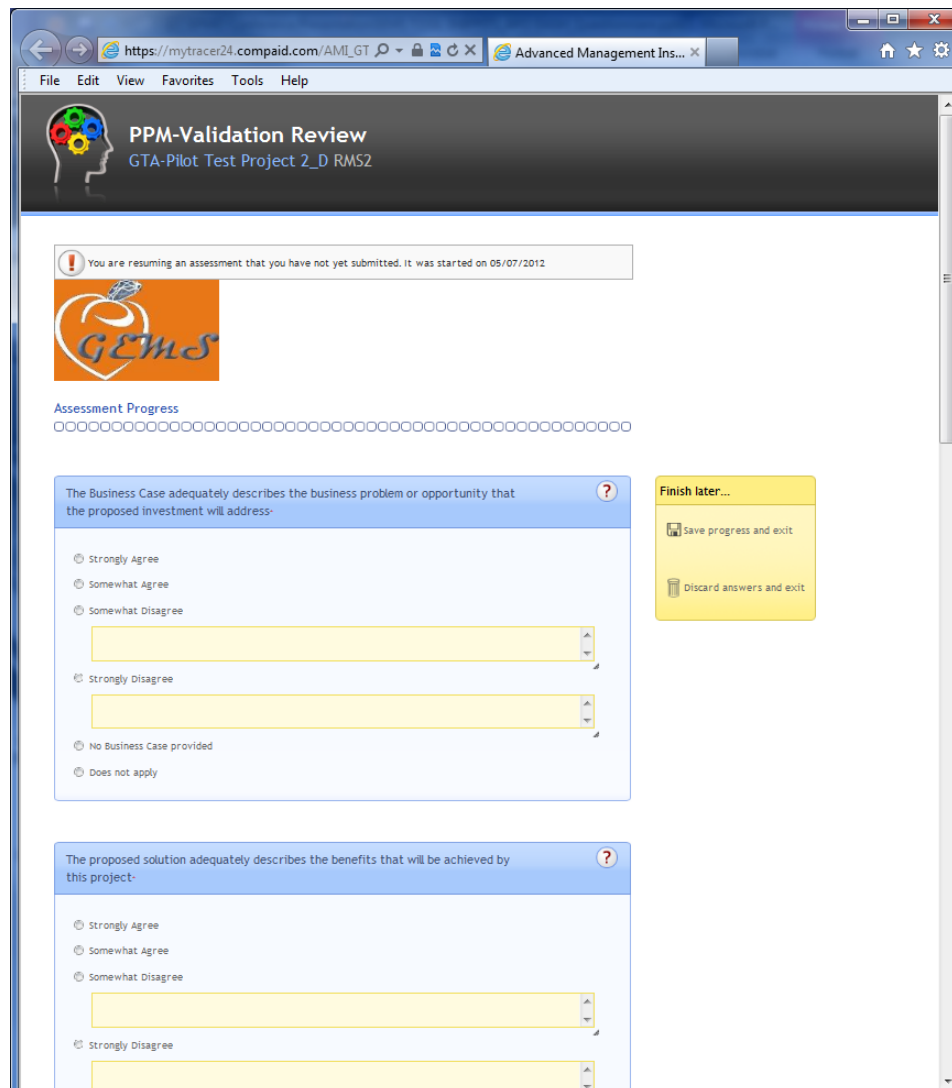# GEMS Questionnaires- E-mail Notification
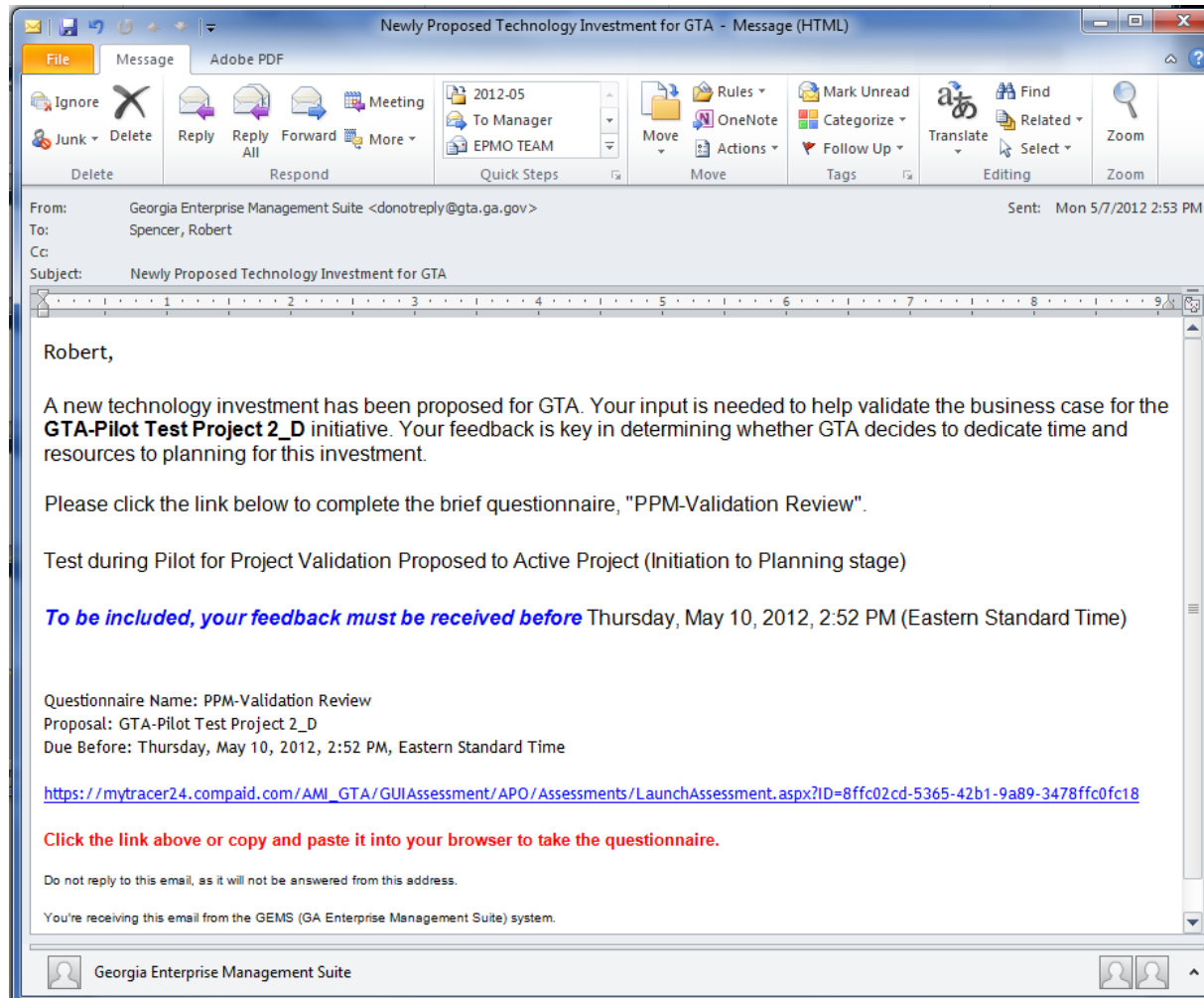
GEMS Questionnaires – Begin Assessment

GEMS Questionnaires – Resume Assessment

GEMS Questionnaires - Submit

GEMS Rollout

- July
  - Department of Public Health

- August – December
  - Critical Panel Projects
  - Agency Projects

Volunteers Are Requested

Project Assurance Awareness

Introductions

- Presenters:

  – John McCrary, Enterprise Project Assurance Manager, GTA

  – Rob Prinzo, President, The Prinzo Group

Agenda

- What is Project Assurance...*and why do I need it?*

- How does Project Assurance *Work...and what's in it for me?*

- Where can I find more information ... *you guys do have a plan, right?*

"What is Project Assurance...

and why do I need it?"

What is Project Assurance?

- Project Assurance provides guidance and counsel on the planning, execution and delivery of large, complex technology initiatives

- GTA is required to provide Project Assurance / Independent Verification and Validation Services for Executive Branch Agency IT Projects > $1M (Total cost of ownership over 5 years)
  - (O.C.G.A Section 45-12-70 et seq.; Section 50-5-51 (1), (2) and (11); Section 50-25-1(b)(14); Section 50-25-1(c); Section 50-25-4(a)(10); Section 50-25-5.1(b)(3). The authority for IV&V is provided from **House Resolution 1263** and **Senate Resolution 754**.

- GTA provides Agencies several options for Project Assurance based on a project's Complexity, Criticality and Size

Why do I need Project Assurance?

IT Project Success Rate:

- *IT projects come in at a success rate of only 29%*

- *The average cost over-run is 56%*

- *The average schedule delay is 84% beyond plan*

- *Project failure range from missed expectations and cost over-runs to cancelled projects and unimplemented solutions.*

Source: Accenture 2008

Government IT Projects
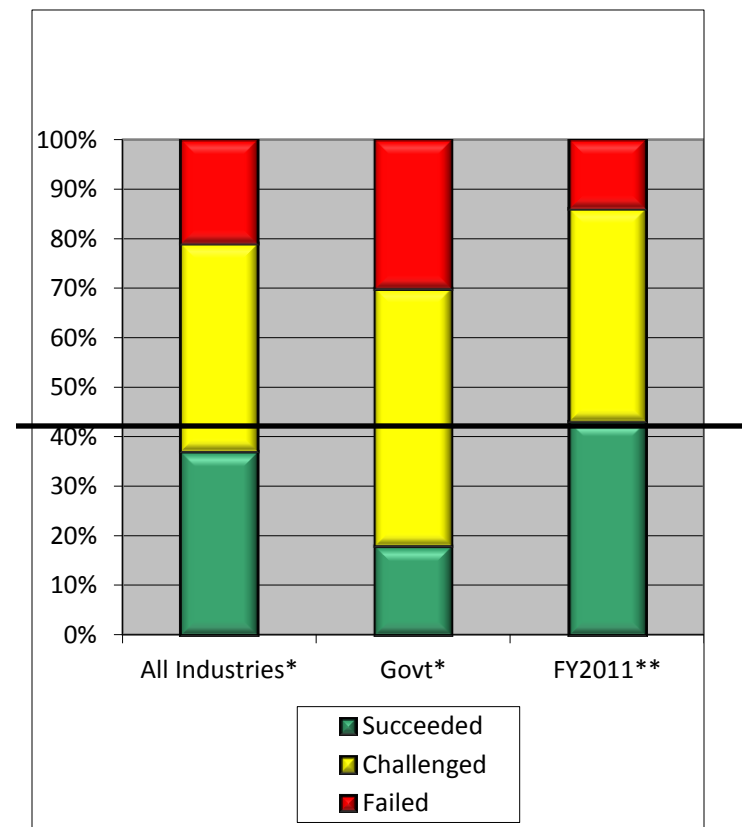
Source: Standish Group

Why Projects Fail

1. Lack of top management commitment
2. Unrealistic expectations
3. Poor requirements definition
4. Improper package selection
5. Gaps between software and business requirements
6. Inadequate resources (underestimating time and cost)
7. Poor project management
8. Lack of methodology
9. Underestimating impact of change
10. Lack of training and education

Source: The Prinzo Group

Why Projects Fail

	Initiate	Invest/Plan	Design	Develop	Deploy	Operate	Dispose
Lack of Top Management Commitment	X	X	X	X	X	X	X
Unrealistic Expectations	X	X	X	X		X	X
Poor Requirements Definition	X	X	X			X	X
Improper Package Selection		X				X	X
Gaps between software and business requirements		X				X	X
Inadequate Resources		X				X	X
Underestimating Time and Costs		X				X	X
Poor Project Management / Lack of Methodology		X	X			X	X
Underestimating Impact of Change		X		X	X	X	X
Lack of Training / Education		X		X	X	X	X

The Top 10 Project Failure Points Often Precede System Design

Prinzo, Rob. (2010). No Wishing Required: The Business Case for Project Assurance

Project Assurance through Oversight & Training

Project Assurance closes the gap between the high rate of project failure with a higher level of expertise through:

1. A consistent methodology for 3rd Party Project Oversight

2. Training for project managers and team members
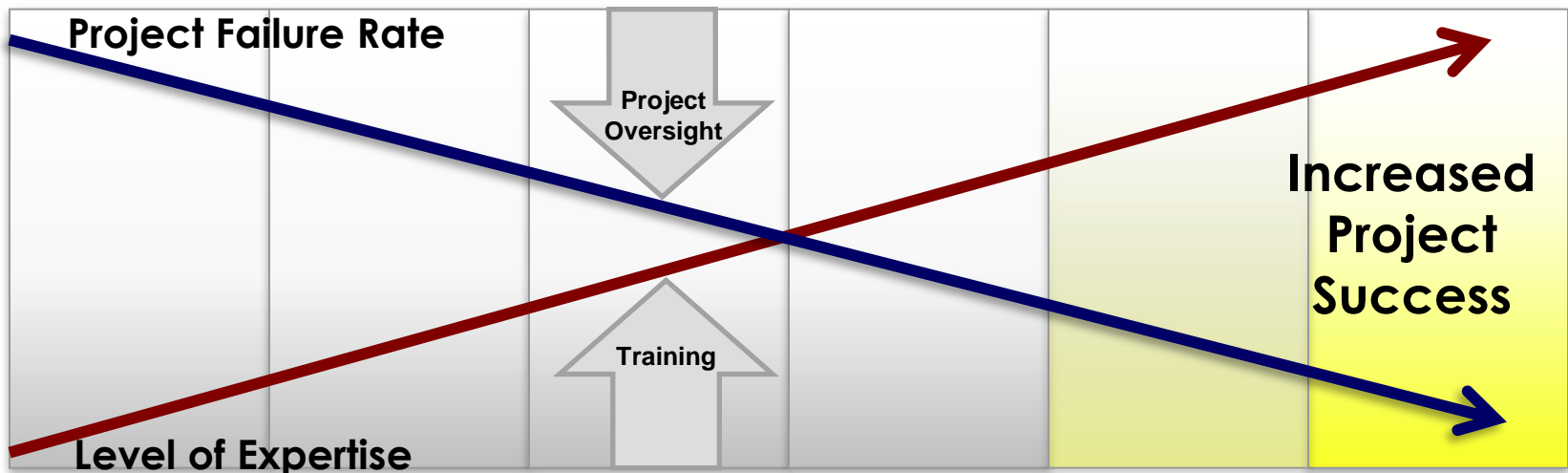
"How does Project Assurance Work...

and what's in it for me?"

Project Assurance Process

For IT projects greater than $1 million and less than $5 million, GTA evaluates each project to determine the appropriate Project Assurance approach. Based on an evaluation of the project's complexity, criticality and size, GTA will recommend one of the following Project Assurance approaches:

1. Procuring IV&V Services through the Information Technology Project Assurance Services Contract (ITPAS).

2. Project Assurance Services provided by GTA Enterprise Project Management Team.

3. Agency Self Assurance. Project Assurance services provided by Agencies that meet GTA'S Self Assurance Certification Criteria.

Project Assurance Questionnaire

The Project Assessment is a questionnaire completed by the agency and validated by the EPMO. It is used to evaluate the type of Project Assurance required for IT Projects based on the following:

Criticality	Complexity	Size
• Business Critical	• Technical Complexity	• Budget
• Enterprise Focused	• Organizational Impact	• # of Organizations Involved
• Strategic Alignment	• Flexible Solution	• # of People Involved
• Customer Satisfaction	• Duration	
• Operating Efficiency	• Staffing Capacity	
• Judicial or Legislative Mandate	• Project Dependencies	

IV&V Project Assurance

- **For IT projects greater than $5 million, GTA provides Project Assurance with Independent Verification and Validation (IV&V) services.**

- **IV&V, an industry best practice, follows the basic Project Assurance process with the added benefit of an independent third party to conduct the assessments and report on the findings and recommendations.**

- **To procure IV&V services, GTA uses the Information Technology Project Assurance Services Contract (ITPAS). The ITPAS Contract is a contract of approved vendors that GTA issues Statements of Need to procure IV&V and other technology services on a project by project basis.**

- **Approved IV&V Vendors**

  - Grant Thornton
  - First Data
  - KPMG
  - CSG Government Solutions

  - RCC Consultants
  - Capgemini
  - The North Highland Company
  - Public Consulting Group

Project Assurance Decision Making Process
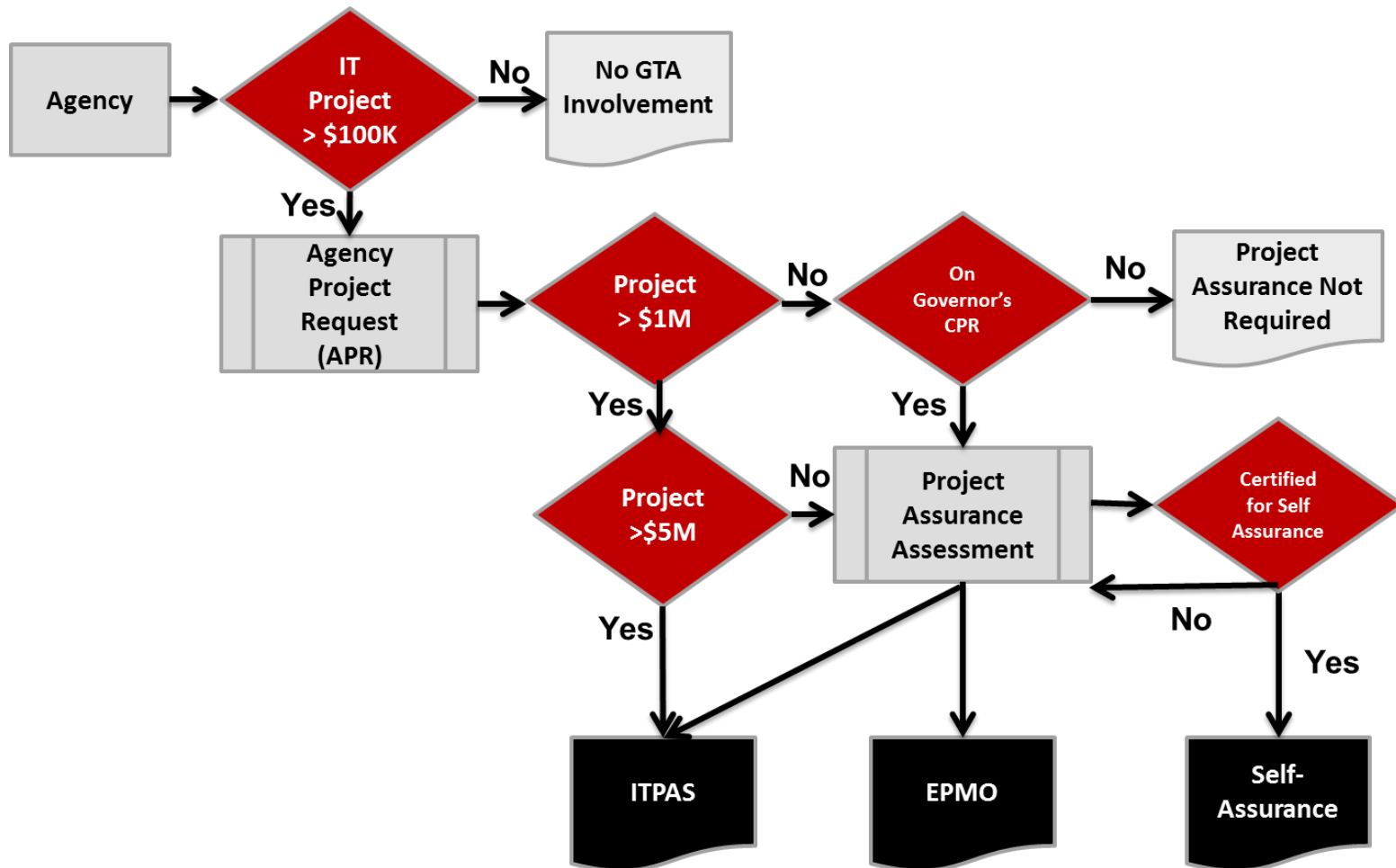
Benefits of Project Self Assurance

1. Reduced GTA involvement in your agency's IT projects through Self Certification

2. Save money through alternative Project Assurance approaches

3. Opportunity to obtain GTA Project Assurance Certification

4. Free training for agency project teams and project managers

5. Improve the odds of project success

Agency Self-Assurance

Self Assurance Criteria

- ✓ Have an established Project Management Office (PMO)

- ✓ Completed a review by GTA's Enterprise Project Management Office.

- ✓ The person(s) conducting the Project Assurance must be independent of the project

- ✓ The person(s) conducting the Project Assurance must have completed GTA's Project Assurance Certification Program

- ✓ Use the State's Project Portfolio Management Tool (Georgia Enterprise Management System)

For more information contact John McCrary *John.McCrary@gta.ga.gov*
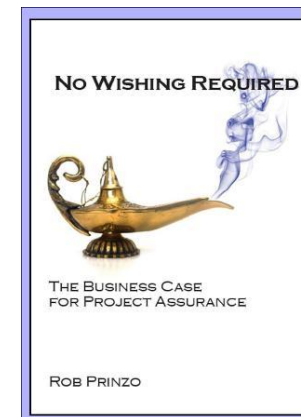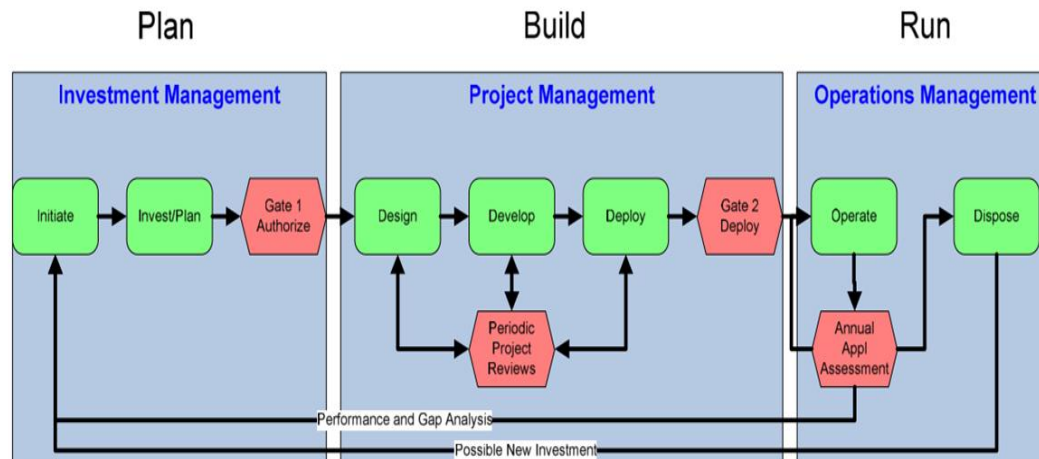
"How can I learn more...

you guys do have a plan, right?

Project Assurance Training

Background:

- GTA partnered with The Prinzo Group to develop customized Project Assurance Training based on the GTA's Enterprise Performance Lifecycle and the Project concepts outlined in the book: "*No Wishing Required: The Business Case for Project Assurance*" by Rob Prinzo.

Project Assurance Training Courses

Course Offerings:

Course	Audience	Topics	Duration
Project Assurance Awareness	Sponsors / Directors	• Communication of Need • Communication of Services • Outline Value Proposition	1 Hour
Project Assurance for the Enterprise Performance Life Cycle (EPLC)**	PM's & **Team Members**	• EPLC Stages • Building Consensus • Project Diagnostic Exercises with Hands on Case Study • Templates and Instructions for 'Self Assurance'	2 Days

**PMI Certified Project Managers can receive PDU's for classes

Training Program Development

Pilot Program

- **August, 2011: GTA Pilot Class**
  (12 Project Managers from the EPMO and SPMO)

- **October 2011: Pilot Agency Project Awareness Meeting**
  (34 Attendees (DCH, DHR, GBI, SPA, DOAS, SAO, DPH)

- **November 2011: Project Initiation Workshop**
  (8 Students: DCH, DHR, GTA)

- **November 2011: Project Assurance Class**
  (8 Students (DCH, DHR, GTA, DOAS, SPA)

Student Comments

- *Loved the class!*

- *Enjoyed!*

- *This class was very helpful for my current job*

- *Overall, I think it's a good course. I learned a great deal that can be applied to my job. Especially in the management of projects.*

- *This way very helpful!*

- *The course was informative, the class speed was great.*

Project Assurance Training Course Description

Project Assurance for the EPLC (2 Day)

Audience: Team Members, Business Owners & PMs

Course Objectives:

- An understanding of Project Assurance and why it is necessary for enterprise technology and transformation projects

- An overview of GTA's Project Assurance Methodology and detailed knowledge of what to look for at each stage of the Enterprise Project Lifecycle to identify project gaps

- A seven step process for conducting project health assessments

- An understanding of the attributes and behaviors required for project leadership

- Knowledge of how to intervene in a project to build consensus for implementing solutions

- A hands on case study that applies the concepts of the class to a fictional project

- Project Assurance Tools and Templates

Project Assurance Training Schedule

- **<u>May Schedule</u>**
  - Project Assurance for the Enterprise Performance Lifecycle (05/15 -05/16)

- **<u>June Schedule</u>**
  - Project Assurance for the Enterprise Performance Lifecycle (06/12 – 6/13)
  - Project Assurance for the Enterprise Performance Lifecycle (06/26 – 6/27)

For more information refer to the Training Handout in your conference materials

Questions

Contact Information

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- Hank Oelze   Hank.Oelze@gta.ga.gov

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